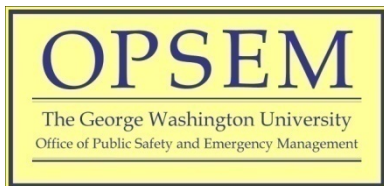


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# Role of Exercises in Incident Management

John N. Petrie  
Assistant Vice President

Office of Public Safety and Emergency Management  
The George Washington University

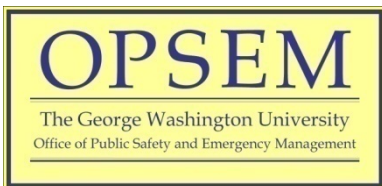


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# Exercise History

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- Ongoing exercise schedule
  - More than 20 exercises in 2007
  - Over half of the exercises included community partners
- Designed to improve and validate planning efforts
- Periodic exercises for Incident Teams and support personnel to verify our ability to convene for and manage an incident
- Departmental, line supervisors, other staff involved as exercises progress



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# Exercise Program Overview

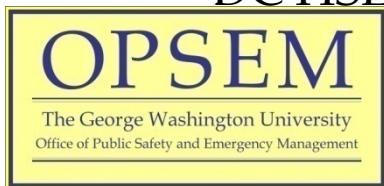
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- **Development**
  - Exercise type
  - Incident Response Teams
  - Pre-Exercise Planning
- **Present Exercise**
  - Exercise Guidance
  - Disclosures
  - Conduct during exercise
- **Lessons Learned**
  - After the exercise
  - Benefits
  - Costs

# Exercise Types

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- **Interactive** –
  - Minute by minute script
  - Requires decision making and prioritization
  - Trains incident response teams
  - Uses Command Center
- **Tabletop** –
  - Discussion of each disclosure
  - Tests plans and trains those they protect
  - Improves communication across departments
- **Community Based** –
  - Active Shooter
  - Mutual Aid Universities
  - Neighborhood Public-Private Partnerships
  - DC HSEMA exercises

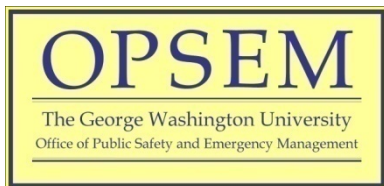


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# Incident Response Teams

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- Leadership Group (LG)
  - Strategic decision making and direction
- Response Management Group (RMG)
  - Tactical decision making
  - Direction to the field level
- Communications Group
  - Timely internal and external information flow
- On Scene Response Team
  - Interface with ICS
- Office of Public Safety and Emergency Management (OPSEM)
  - Planning, Exercises, Coordination



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# Pre-Exercise Planning

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- Identify the goals of the exercise
- What plans are being tested?
- Who is involved in creating, maintaining, and carrying out these plans?
- Do these plans directly impact any others?
- What resources are introduced or intended to be utilized?
- What methods or flows of communication will be tested?
- Identify how the event will engage participants
- Create an initial summary of the scenario to get them started

# Sample Pre-Exercise Communications Matrix

|       | All | LG | Provost | EVPT | EVPA |
|-------|-----|----|---------|------|------|
| Email | 5   | 1  | 1       | 1    | 0    |
| Phone | 0   | 2  | 0       | 1    | 1    |
|       |     |    |         |      |      |
| Total | 5   | 3  | 1       | 2    | 1    |

|       | Comm Group | RMG | UPD | Facilities | Risk Management |
|-------|------------|-----|-----|------------|-----------------|
| Email | 4          | 2   | 1   | 3          | 2               |
| Phone | 2          | 2   | 1   | 1          | 0               |
|       |            |     |     |            |                 |
| Total | 6          | 4   | 2   | 4          | 2               |

# Exercise Guidance

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- There is no win or lose.
- Remind participants to share their disclosures with those who need to know.
- Ask the participants to consider what assumptions have been made about what resources are available to them
- Use each disclosure as an individual issue unless it is clearly related to previous events.



# Disclosures

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- Advance disclosures
- The Incident Summary - provides basic data as the exercise begins – such as weather
- The Incident Onset - details the threshold event that caused the Incident Teams to convene.
- Disclosures during the exercise

# Conduct of the Exercise: The Scenario

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- The room setup should be conducive to group discussion
- Call on the participants by name
- Keep the scenario moving
- Spread the wealth
  - Look for those who seem disengaged and get them involved
  - If a participant is over stressed, ease their load

# After the Exercise

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- Even if plans are extraordinary, the exercise can engage the seams between them.
- Identifying single points of failure will show the areas requiring improvement.
- Every exercise will likely expose areas for improvement to plans, communications, facilities, resources, or general emergency management.
- These areas should be documented and used to review the weaknesses tested, then shared with appropriate participants.
- Take the lessons learned and incorporate them where appropriate, into your guidance and outreach programs.

# Benefits

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- Testing and validation of plans
- Trains incident teams
- Identifies areas for improvement or development
- Improves subsequent exercises
- Participation, understanding, and buy in from the population the plans protect

# Costs

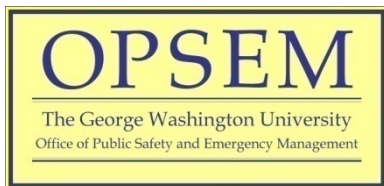
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- Consultant
  - \$110,000/exercise (early 2007 estimate)
- GW
  - \$3000-\$3500/exercise

# Community Interaction

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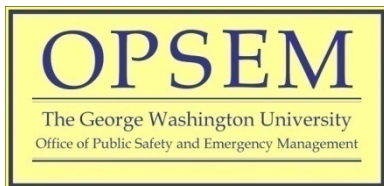
- Neighborhood Planning Committee (NPC)
- DC Homeland Security and Emergency Management Agency (HSEMA)
- Consortium of Universities
- Building Relationships with Local Emergency Managers and Public Services



# Neighborhood Planning Committee

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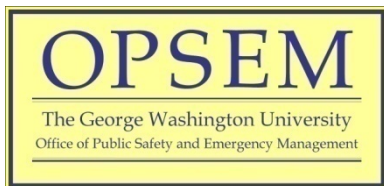
- IAEM Award winning Public-Private partnership
- Over 100 attendees to January tabletop - focused on a dirty bomb
- Benefits we have seen from the partnership:
  - Awareness of each others' plans
  - Increased access to neighborhood networks



# Consortium of Universities

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- 13 members
- Located across the National Capitol Region
- MOU signed with American University and Georgetown University – others want to join

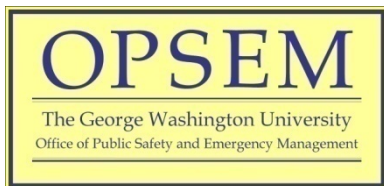




# Building Relationships with Local Emergency Managers and Public Services

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- Attend the DC HSEMA EOC for events that may affect GW or other universities
- Active shooter exercise with MPD and UPD
- Attend DC Area exercises held by local agencies





**Thank You**

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**Office of Public Safety and  
Emergency Management**

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